

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.

MINUTES OF A REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
MAY 6, 1988, IN LISNER HALL  
ROOM 603

The first meeting of the new session was called to order by Vice President French at 2:15 p.m.

Present: Vice President French, Registrar Gaglione, Birnbaum, Burks, Chaves, Deering, Divita, Elgart, Fox, Griffith, Kirsch, Loeser, Moore, Morgan, Painter, Paratore, Park, Parrish, Robbins, Robinson, Schiff, Smith, Tolchin, and Yezer

Absent: President Elliott, Parliamentarian Schechter, Barron, Berkovich, Cibinic, Cohn, East, Garris, Grub, Liebowitz, Lovett, Prats, Shotel, and Solomon

Vice President French introduced and welcomed the following newly-elected members of the Senate: Professors Chaves, Divita, Griffith, Painter, Park, Parrish, and Prats. He next introduced the following re-elected members: Professors Berkovich, Deering, Elgart, Garris, Paratore, Robinson, and Schiff.

Professor Park read "A Resolution of Condolences in Memory of Professor Elyce Zenoff" who died March 24, 1988, and the resolution was adopted by acclamation. Professor Fox read "A Tribute in Memoriam to Professor Presson Scott Shane" who died November 10, 1987. (The resolution and tribute are made a part of these minutes and will be forwarded to Professor Zenoff's and Professor Shane's families respectively.)

APPROVAL OF THE MINUTES

The minutes of the regular meeting of April 8, 1988, were approved as distributed.

RESOLUTIONS

I. RESOLUTION 88/1, "A RESOLUTION TO IMPROVE UNDERGRADUATE ADVISING"

On behalf of the Committee on Educational and Admissions Policy, Professor Levy, Chairman, moved the adoption of Resolution 88/1, and the motion was seconded. Professor Levy presented some background information, indicating that there were problems inherent in the system of advising undergraduate students. He said that, although the Committee did not think it

*Res 88/1  
unadvisedly  
omitted  
attached to  
minutes of  
9/23/88*

was in a position to lay down a blueprint for what should be done, the resolution contained what the Committee regarded as useful suggestions to improve the current state of advising. He said he would be glad to answer any questions, and he noted that Professors Garner and Stein, members of the Committee, were present to answer questions, as well. A discussion followed by Professors Fox, Chaves, Levy, Morgan, and Registrar Gaglione. The question was called, and Resolution 88/1 was adopted unanimously. (Resolution 88/1 is attached.)

*Res 88/2  
inadvertently omitted  
attached to minutes  
of 9/23/88*

II. RESOLUTION 88/2, "A RESOLUTION REGARDING THE SPECIFICATION OF MAJOR FIELDS OF STUDY ON UNDERGRADUATE DIPLOMAS"

On behalf of the Committee on Educational and Admissions Policy, Professor Levy, Chairman, moved the adoption of Resolution 88/2, and the motion was seconded. Professor Levy said that GWUSA adopted a resolution which requested that Columbian College undergraduate diplomas bear the designation of the majors. This matter was referred to the Educational and Admissions Policy Committee and the Joint Committee of Faculty and Students for review. The Committee queried various schools of the University about this proposal and excluded those schools and programs which declined to have this addition made to their diplomas. Professor Levy said that he understood informally from the Registrar that it was not an uncommon practice for such information to appear on diplomas, but the principal impetus for the resolution arose from the students' request for such designation. Professor Robbins, Co-Chairperson of the Joint Committee of Faculty and Students, said that this matter was referred informally to the Joint Committee and the Committee voted in favor of the principle as presented by Professor Levy in the resolution. A discussion followed by Professors Griffith, Levy, and Stein. The question was called, and Resolution 88/2 was adopted unanimously. (Resolution 88/2 is attached.)

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

INTERIM REPORT OF THE SPECIAL COMMITTEE ON CONSOLIDATION OF SPIA;  
PROFESSOR RAYMOND R. FOX, CHAIRMAN

Professor Fox outlined the information contained in the interim report distributed to the members. He said the Committee intended to present its final report in time for this matter to be considered by the Senate in October of this year. He pointed out that by delaying the completion of the final report and using the interim report, the Special Committee has had the benefit of the performance and experiences of potential problems that had developed because of the action to reconstitute the School of Public and International Affairs. He requested that the Senate



review the interim report very carefully and send any suggestions or recommendations to the Committee in time for those to be considered for discussion at the October Senate meeting.

#### GENERAL BUSINESS

##### I. APPROVAL OF DATES FOR REGULAR FACULTY SENATE MEETINGS IN THE 1988-89 SESSION

Professor Robinson asked for approval of the dates for the regular meetings of the Faculty Senate for the 1988-89 Session. The following dates were approved:

May 6, 1988	January 13, 1989
September 16, 1988	February 10, 1989
October 14, 1988	March 10, 1989
November 11, 1988	April 14, 1989
December 9, 1988	

##### II. NOMINATION FOR APPOINTMENT BY THE PRESIDENT OF THE PARLIAMENTARIAN OF THE FACULTY SENATE FOR THE 1988-89 SESSION

Professor Robinson moved the nomination for appointment by the President of Roger E. Schechter, Associate Professor of Law, as Parliamentarian of the Faculty Senate for the 1988-89 Session. The nomination was approved.

##### III. NOMINATIONS FOR ELECTION OF CHAIRMEN AND MEMBERS OF SENATE STANDING COMMITTEES FOR THE 1988-89 SESSION

Professor Robinson moved the nomination for election of Chairmen and members of Senate Standing Committees with the following changes: the nomination for election of Professor Berkovich as Chairman of the University Development and Resources Committee as a replacement for Professor Chaves, and the nomination for election of Professor Carl Steiner to the University Development and Resources Committee. Professor Park noted that Professors David Robinson and Beth Nolan had indicated to him that they would be unable to serve on the Professional Ethics and Academic Freedom Committee and Research Committee, respectively, and he requested that their names be removed from the membership of those two committees. The nominations, as revised, were then approved. (List of Chairmen and Members of Faculty Senate Standing Committees is attached.)

##### IV. NOMINATION FOR ELECTION OF FACULTY MEMBER TO THE SPECIAL COMMITTEE ON MANDATORY RETIREMENT

Professor Robinson moved the nomination for election of Professor John G. Boswell to the Special Committee on Mandatory Retirement as a replacement for Professor Carol H. Hoare. The nomination was approved.

V. NOMINATION FOR ELECTION OF FACULTY MEMBER TO THE COMMITTEE ON STUDENT PUBLICATIONS

Professor Robinson moved the nomination for election of Professor Ernest J. Englander to the Committee on Student Publications as a replacement for Professor Holliday B. Wagner.

VI. NOMINATION FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES

Professor Robinson moved the nominations for appointment by the President to the following Administrative Committees: Committee on University Bookstore: Christopher H. Sterling, Chair, Roland Dale, Murli Gupta; Committee on University Parking: Bradley W. Sabelli; Advisory Committee for the Charles E. Smith Center for Physical Education and Athletics: Jeanne E. Snodgrass; GW Forum: A. E. Claeysens, Jr., Editor-in-Chief, Thomas P. Liverman, Eileen T. McClay; Committee on Campus Security: Donna M. Hirabayashi; Committee on Coordinated Planning: Phillip D. Grub, for a one-year term, and David Robinson, Jr., for a three-year term; Board of Trustees of the Consortium of Universities: William B. Griffith; Joint Committee of Faculty and Students: Philip Robbins, Co-Chairperson, Shelley Heller, Gary Johnson, Marvin Katzman, Max Ticktin, Daniel Ullman, Frederick Wolff. The nominations were approved.

VII. NOMINATIONS FOR APPOINTMENT BY THE BOARD OF TRUSTEES TO TRUSTEES' COMMITTEES

Professor Robinson moved the nominations for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student Affairs: Philip Robbins; and Trustees' Committee on University Development: William B. Griffith. The nominations were approved.

VIII. NOMINATION FOR ELECTION OF FACULTY MEMBERS TO THE PANEL FOR STUDENT GRIEVANCE REVIEW COMMITTEES

Professor Robinson moved the nominations for election by the Faculty Senate to the Panel for Student Grievance Review Committees: Oliver Alabaster, Andrew Altman, Helga Binder, Richard A. Kenney, Mhaira MacDonald-Ginsburg, Paul Peyser, Deloris M. Saunders, Patricia A. Sullivan, Ira P. Weiss, Frederick Wolff. The nominations were approved.

IX. REPORT OF THE EXECUTIVE COMMITTEE

Before presenting her report, Professor Robinson yielded the floor to Associate Provost Phelps who reported on the 1987-88 Male/Female Faculty Salary Averages, explaining the methodology used to review these averages. In all cases, she said, non-discriminatory reasons accounted for the salary differentials. Professor Robinson then proceeded with the report of the Executive Committee. She said that a mutually acceptable settlement had been reached in the Lewicki case, and that the one remaining nonconcurrency matter in the Arts and Sciences had been resolved through the withdrawal of the nonconcurrency. She said that two organizational meetings of the Executive Committee would be held during the summer to identify priorities and she urged the Senate Standing Committees to meet at the earliest opportunity to establish priority matters for their Committees. She thanked the Senate Committees for their Annual Reports and for their very dedicated service during the past session, and said she looked forward to the same high level of productivity during the new session. She then wished everyone a very wonderful, productive, and healthy summer. (Report on 1987-88 Male/Female Faculty Salary Averages is attached.)

X. ANNUAL REPORTS

Annual Reports from the following Senate Committees were received: Administrative Matters as They Affect the Faculty, Appointment, Salary and Promotion Policies (including Fringe Benefits), Educational and Admissions Policy, Fiscal Planning and Budgeting, Joint Committee of Faculty and Students, Research, University Development and Resources, University and Urban Affairs, and Executive Committee. (The Annual Reports are attached.)

Professor Schiff, Chairman, Appointment, Salary and Promotions Policies Committee, called attention to the Annual Report of this Committee because an important document had been attached which had just been received this week from the Vice President for Academic Affairs. This document was entitled "Department Chair Compensation: New Policy Statement for All Divisions Organized on a Departmental Basis, excluding the School of Medicine."

Professor Griffith said he wished to comment on the response of the Administration to Resolution 87/7, included in the summary of resolutions approved by the Senate and attached to the Annual Report of the Executive Committee. This resolution requested that the Board of the Washington Research Library Consortium be expanded to include in its membership five or more faculty members. The Administration's response was "Not accepted because inconsistent with the terms of agreement among members of WRLC." ~~Professor Griffith said that, unless the Bylaws under the 1986 Articles of Incorporation of WRLC had been changed, there appeared to be no bar to electing faculty members to the Board of the Washington Research Library Consortium.~~ He requested that

See  
Correction  
in 9/23/88  
minutes

Resolution 87/7 be forwarded to the Board of Directors of WRLC. Vice President French replied that this resolution would be reviewed again by the Administration.

#### BRIEF STATEMENTS

Under Brief Statements, Vice President French recognized Professors Divita, Smith, and Paratore who offered tributes, respectively, to the following former members of the Faculty Senate who were retiring from the University: Guy Black, Professor of Business Administration, and Roy B. Eastin, Professor of Business Administration; Loretta M. Stallings, Professor of Human Kinetics and Leisure Studies; and Lyndale H. George, Associate Professor of Human Kinetics and Leisure Studies. (These tributes are attached and made a part of these minutes.)

Professor Tolchin then read a resolution of the Faculty of the School of Government and Business Administration recognizing Dean Loeser for completion of 10 years of distinguished service as Dean; and Professor Park paid tribute to Dean Barron for completion of 9 years as Dean of the Law Center, and to Associate Dean Potts who was retiring after 35 years of service in the Law Center. (The resolution is attached and made a part of these minutes.)

#### ADJOURNMENT

Upon motion made and seconded, Vice President French adjourned the meeting at 3:15 p.m.



J. Matthew Gaglione  
Secretary

Resolution 88/1 adopted by the Faculty Senate May 6, 1988, was inadvertently omitted with the May minutes and subsequently distributed with the September, 1988, minutes.

A RESOLUTION TO IMPROVE UNDERGRADUATE ADVISING (88/1)

WHEREAS, the purpose of an academic advising program is to advise students in the development of educational and career goals, the selection of appropriate courses and other educational experiences, the interpretation of institutional requirements, and the evaluation of student progress toward the established goals; and

WHEREAS, advising for declared majors is a faculty responsibility which should be shared among faculty and take place in an ongoing, periodic fashion which promotes the establishment of a personalized, mentor - relationship between faculty and students; and

WHEREAS, there is widespread feeling among students and University faculty that the current system of advising for undergraduate students is not providing those services adequately; and

WHEREAS, faculty advisors are not being provided with sufficient student records, time, compensation, and training (particularly in the areas of general requirements and course contents outside their own disciplines); NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

That the Faculty and Administration should demonstrate a renewed commitment to providing high quality undergraduate advising through achievement of the following:

- (1) Encouraging the Deans of each School or College which offers undergraduate programs to:
  - (a) Establish standards of advising procedures, contact time, and record-keeping in each of the departments or programs;
  - (b) Support with whatever resources are needed professional advising for undeclared majors and international students;
  - (c) Provide for substantial training of faculty advisors for those undergraduate majors who have selected majors;
  - (d) Strengthen the current orientation program;
  - (e) Establish appropriate recognition of faculty efforts in undergraduate advising, such as: reduced teaching load, and consideration in tenure and promotion decisions as a service equal to community and committee service; and



- (2) Strengthening the statements of faculty advising obligation and responsibility and mission statements on advising in the catalogues and faculty and student handbooks; and
- (3) Encouraging the administration to develop as soon as possible a computerized degree audit/balance sheet system which is easily accessible to the student and his or her advisors and which will facilitate the assessment of the student's progress toward his or her degree.

Educational and Admissions Policy Committee  
March 25, 1988

Adopted May 6, 1988

Resolution 88/2 adopted by the Faculty Senate May 6, 1988, was inadvertently omitted with the May minutes and subsequently distributed with the September, 1988, minutes.

A RESOLUTION REGARDING THE SPECIFICATION OF MAJOR  
FIELDS OF STUDY ON UNDERGRADUATE DIPLOMAS (88/2 )

WHEREAS, currently diplomas awarded to students receiving undergraduate degrees at The George Washington University, with the exception of the School of Engineering and Applied Sciences, have no mention of specific major fields of study within the Bachelor's degrees; and

WHEREAS, there is a desire expressed by undergraduate students in the various schools to have major fields of study specifically mentioned on their diplomas; NOW,  
THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

That the Faculty Senate recommend to the Administration that diplomas of students receiving undergraduate degrees in the Schools and Colleges of the University, with the exception of the School of Government and Business Administration and the School of Medicine and Health Sciences, specify the major field or fields of study.

Educational and Admissions Policy Committee  
March 25, 1988

Adopted May 6, 1988

FACULTY SENATE COMMITTEES  
1988-89 Session

STANDING COMMITTEE CHAIRMEN\*  
1988-89

1. ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY -  
Professor James F. Burks, CCAS
2. APPOINTMENT, SALARY, AND PROMOTION POLICIES -  
Professor Arthur D. Kirsch, CCAS
3. ATHLETICS -  
Professor Salvatore R. Paratore, SEHD
4. EDUCATIONAL AND ADMISSIONS POLICY -  
Professor Stefan O. Schiff, CCAS
5. FISCAL PLANNING AND BUDGETING -  
Professor William B. Griffith, CCAS
6. HONORS AND ACADEMIC CONVOCATIONS -  
Professor Dorothy A. Moore, SEHD
7. LIBRARIES -  
Associate Professor Christopher J. Deering, CCAS
8. PHYSICAL FACILITIES -  
Professor Victor H. Cohn, Medical
9. PROFESSIONAL ETHICS AND ACADEMIC FREEDOM -  
Professor John A. Morgan, Jr., SIA
10. RESEARCH -  
Professor Charles A. Garris, SEAS
11. STUDENT FINANCIAL AID -  
Professor Salvatore F. Divita, SGBA
12. UNIVERSITY DEVELOPMENT AND RESOURCES -  
Professor Simon Y. Berkovich, SEAS
13. UNIVERSITY AND URBAN AFFAIRS -  
Professor John Cibinic, Jr., Law
14. JOINT COMMITTEE OF FACULTY AND STUDENTS  
Professor Philip Robbins, CCAS

\*Members of the Senate

MEMBERS OF THE FACULTY SENATE COMMITTEES  
1988-89 Session,

Executive Committee

AcadCen A-101A	Lilien F. Robinson, Chairman (CCAS)	4-7094
AcadCen T-703A	Raymond R. Fox (SEAS)	4-6749/6915
Funger 514	Salvatore R. Paratore (SEHD)	4-6884
LLib 516	Robert E. Park (Law)	4-6750
MFA 507	Alvin E. Parrish (Medical)	4-4243
Samson 312	Francisco Prats (GSAS)	4-6579
Monroe 302	Susan J. Tolchin (SGBA)	4-7019
Rice-8th Fl.	Lloyd H. Elliott, President, ex officio	4-6500

ADMINISTRATIVE MATTERS AS  
THEY AFFECT THE FACULTY

\*Chairman: Burks, James F., Romance Languages  
Fitzpatrick, Serahi, Pediatrics  
Lilliefors, Hubert W., Statistics  
Quitslund, Sonya A., Religion  
Silver, Sylvia, Pathology  
Wise, Jarrett M., Health Care Sciences  
Zuchelli, Joseph A., Physics  
ex officio  
Birnbaum, Phillip S., Dean of the  
Medical Center for Administrative Affairs  
Lange, Carl J., Vice President for  
Administration and Research

APPOINTMENT, SALARY, AND PROMOTION  
POLICIES (INCLUDING FRINGE BENEFITS)

\*Chairman: Kirsch, Arthur D., Statistics  
Abravanel, Eugene, Psychology  
Block, Cheryl D., Law  
Bowling, Lloyd S., Speech and Hearing  
Cawley, James F., Health Care Sciences  
Goldfarb, Robert S., Economics  
Hill, Peter P., History  
Katz, Irving J., Mathematics  
Lader, Melvin P., Art  
Ott, John E., HMO  
ex officio  
French, Roderick S., Vice President for  
Academic Affairs  
Johnson, William D., Provost  
Lange, Carl J., Vice President for  
Administration and Research

\*Member of the Senate

ATHLETICS

- \*Chairman: Paratore, Salvatore R., Education
- Burdetsky, Ben, Business Administration
- Campas, Joseph, Child Health & Development
- \*Deering, Christopher J., Political Science
- Linebaugh, Craig W., Speech and Hearing
- O'Rear, Charles E., Forensic Science
- Smith, Abbie O., CCEW
- Snodgrass, Jeanne E., HKLS
- Weintraub, Herbert D., Anesthesiology
- Wiener, Jerry M., Psychiatry
- ex officio
- Bilsky, Steven, Director of Men's Athletics
- Phelps, Marianne R., Associate Provost
- Warner, Mary Jo, Director of Women's Athletics

EDUCATIONAL AND ADMISSIONS POLICY

- \*Chairman: Schiff, Stephan O., Zoology
- Bergmann, Otto, Physics
- Claeyssens, A. E., English
- Costigan, Constance C., Art
- Davis, Herbert J., Business Administration
- Jaafar, Mohamad, Opthamology, Child Health & Development
- Klubes, Philip, Pharmacology
- Meltzer, Arnold C., EECS
- Stein, Walter A., Health Care Sciences
- Sten, Christopher W., English
- Weah, Laura, Medicine
- ex officio:
- French, Roderick S., Vice President for Academic Affairs
- Stoner, George W. G., Director of Admissions

FISCAL PLANNING AND BUDGETING

- \*Chairman: Griffith, William B., Philosophy
- Bradley, Michael D., Economics
- Davis, David O., Radiology
- Kee, James E., Public Administration
- Mastro, Anthony J., Accountancy
- \*Park, Robert E., Law
- Ralph, Michael, Naval Sciences
- \*Yezer, Anthony M., Economics
- ex officio:
- Birnbaum, Philip S., Dean of the Medical Center for Administrative Affairs
- Johnson, William D., Provost
- Phelps, Marianne, R., Associate Provost
- Shoup, Robert D., Director of the Budget

\*Member of the Senate



HONORS AND ACADEMIC CONVOCATIONS

- \*Chairman: Moore, Dorothy A., Education  
Gordon, Marvin F., Geography
- \*Grub, Phillip D., Business Administration  
Jackson, John J., Naval Science  
Lingo, Jane T., University Relations  
Rashid, Martha N., Education  
Regnell, Joan R., Speech and Hearing  
Tidball, M. Elizabeth, Physiology
- ex officio:  
Dorich, Dina, Assistant Vice President for  
University Relations  
French, Roderick S., Vice President for  
Academic Affairs  
Gaglione, J. Matthew, Registrar  
Jones, Robert G., University Marshal

LIBRARIES

- \*Chairman: Deering, Christopher J., Political Science  
Gupta, Murli, Mathematics  
Hitchcock, D. Michael, Art  
Johnson, Nancy D., Theater and Dance  
King, James C., Germanic Languages  
Lowe, John C., Geography  
Martin, Dianne C., EECS  
Milmoie, Gregory, Surgery  
Saenz, Pilar, Romance Languages  
Wilmarth, Arthur E., Jr., Law
- ex officio:  
Bader, Shelley, Director, Medical Library  
Caress, Edward A., Assistant Dean of the  
Graduate School of Arts and Sciences  
Head, Anita K., Librarian, Law Library  
Rogers, Sharon J., University Librarian

PHYSICAL FACILITIES

- \*Chairman: Cohn, Victor H., Pharmacology  
Brown, James M., Law  
Greene, Sherwin, Urban and Regional Planning  
Hirabayashi, Donna M., Naval Science  
Murphree, E. Lile, Jr., Engineering Administration  
Sterling, Christopher H., Communications  
Sullivan, Patricia A., HKLS
- ex officio:  
Dickman, Robert E., Assistant Treasurer for  
Facilities  
Diehl, Charles E., Vice President and  
Treasurer  
Runyon, Donald A., Assistant Treasurer for  
Business and Procurement Affairs

\*Member of the Senate

PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

Chairman: Morgan, John A., Jr., Political Science  
Cohn, Victor H., Pharmacology  
Darr, Kurt J., Health Services Administration  
Fortner, Robert, Communications  
Gastwirth, Joseph L., Statistics  
Gilmore, Charles M., SEAS  
Kaiser, Paula R., (Emeritus), Anesthesiology  
Lobuts, John F., Management Science  
Pierpont, Howard C., (Emeritus), Surgery  
Plotz, Judith A., English  
Shepherd, Charles C., Jr., Business Administration  
Yeide, Harry E., Religion

ex officio:

Lovett, Clara M., Dean, Columbian College  
of Arts and Sciences

RESEARCH

Chairman: Garriss, Charles A., CMEE  
Berman, Barry L., Physics  
Caress, Edward A., Chemistry  
Gulya, A. Julianna, Surgery  
Herman, Barbara, Child Health & Development  
Kramer, Bruce M., CMEE  
Loew, Murray H., EECS  
Naulty, Stephen, Anesthesiology  
Phillips, Terence, Renal  
Rosenquist, Glenn, Child Health & Development  
Seavey, Ormond A., English  
Shotel, Jay R., Special Education

ex officio:

French, Roderick S., Vice President for  
Academic Affairs  
Lange, Carl J., Vice President for  
Administration and Research  
Solomon, Henry, Dean, Graduate School of  
Arts and Sciences

STUDENT FINANCIAL AID

Chairman: Divita, Salvatore F., Business Administration  
Alexander, Lisa, Health Care Sciences  
Hollingshead, Ariel C., Medicine  
Johnson, Gary, Naval Science  
Kakaes, Apostolos K., EECS  
Lee, Don S., Anesthesiology  
Sabelli, Bradley W., Theater and Dance  
Smith, Carol, Pathology  
Wright, J. Frank, Art

ex officio:

Baker, Vicki J., Director of Student  
Financial Aid, Assistant Treasurer  
Diehl, Charles E., Vice President and  
Treasurer  
Stoner, George W. G., Director of  
Admissions

UNIVERSITY DEVELOPMENT AND RESOURCES

Chairman: Berkovich, Simon Y., EECS  
Dale, Roland, Health Care Sciences  
Gaskill, Jerry W., Radiology  
Hilmy, Joseph, Accountancy  
Lappas, Nicholas T., Forensic Sciences  
Reuter, Laurie, EECS  
Scott, James, Medicine  
Simons, Suzanne L., Anthropology  
Steiner, Carl, German

ex officio:

Dorich, Dina, Assistant Vice President for  
University Relations  
Worth, Michael J., Vice President  
for Development

UNIVERSITY AND URBAN AFFAIRS

Chairman: Cibinic, John, Jr., Law  
Bargmann, Eve, Health Care Sciences  
Gale, Dennis E., Urban and Regional Planning  
Larsen, John W., Jr., OB/GYN  
Lingo, Jane T., University Relations  
Moersen, Leo C., Accountancy  
Nashman, Honey W., HKLS  
Sibert, John L., EECS  
Shaffer, Michael J., Anesthesiology  
Tropea, Joseph L., Sociology

ex officio:

Diehl, Charles E., Vice President  
and Treasurer

\*Member of the Senate

The following committee is not a standing committee of the Faculty Senate but is listed for your information:

JOINT COMMITTEE OF FACULTY AND STUDENTS

Faculty Members:

\*Co-Chairperson: Robbins, Philip, Journalism  
Heller, Rachelle S., EECS  
Johnson, Gary, Naval Science  
Katzman, Marvin S., Business Administration  
Ticktin, Max, Classics  
Ullman, Daniel, Mathematics  
Wolff, Frederick, Medicine

Student Members:

(Co-Chairperson and students to be elected)

ex officio:

Beil, Cheryl, Assistant Dean of Students  
Lovett, Clara M., Dean, Columbian College  
of Arts and Sciences  
Smith, William P., Jr., Vice President for  
Student Affairs  
Strong, LeNorman J., Director, Marvin Center

A RESOLUTION OF CONDOLENCES IN MEMORY OF PROFESSOR ELYCE ZENOFF

Whereas, Professor Elyce Zenoff served in the Faculty Senate of the George Washington University for four years and on the faculty of the National Law Center for twenty-two years, until her death on March 24, 1988; and

Whereas, she brought distinction to the law school and the university through her scholarly writing, which included many articles and three books that afforded the legal profession innovative and influential perspectives on the law; and

Whereas, her unique career in the rights of the mentally impaired and in civil rights enlarged the vision of rights and of justice of the law school and of the university, she having served as project director to the American Bar Foundation, staff attorney to the American Medical Association, counsel to the U.S. Senate Subcommittee on Constitutional Rights, staff attorney to the U.S. Commission on Civil Rights, principal attorney to the Mental Competency Study, G.W.U., and co-director of the Mentally Retarded and the Law Study; and

Whereas, her sensitive and pioneering role as a woman in law teaching made her a much loved and respected mentor for women entering the profession, and included both a leadership role in the Section on Women and the Law of the Association of American Law Schools and an influential role in the organization and life of the G.W.U. Law Association of Women; and

Whereas, her service to the law faculty and the university in committee work was extensive, was continued throughout her professional life, and was always of the highest quality; and

Whereas, her distinguished contributions to the national community of legal scholars included extensive service to the Association of American Law Schools, within which she played an active role in several sections, contributed to the Journal of Legal Education, and participated in the organization and execution of the Workshop for New Law Teachers; and

Whereas, throughout her career she made important contributions to the American Bar Association and to the local bar, bringing a rare humanity and a high sense of professional responsibility to the legal profession as well as to the law school and the George Washington University; and

Whereas, her friendship, strength of character, devotion and integrity humanized and instructed the community of the National Law Center; and

Whereas, she will be greatly missed by everyone who worked with her, studied under her, or was nurtured by her caring collegiality, in the law school and throughout the university;

Be it resolved that the Faculty Senate of the George Washington University hereby records its respect, affection and gratitude for the life of Elyce Zenoff, and extends to her family its deepest sympathy.

Faculty Senate Meeting  
The George Washington University  
May 6, 1988

Robert E. Park  
Professor of Law

Adopted by acclamation 5/6/88



A TRIBUTE IN MEMORIAM TO PROFESSOR PRESSON SCOTT SHANE

I ask you to join me in honoring the memory of Professor Presson Scott Shane who passed away on November 10, 1987.

He earned a B.S. in Chemical Engineering at the University of Kansas and a M.S. in Chemical Engineering at Massachusetts Institute of Technology in 1946. After working a number of years in industry with DuPont Company in Delaware and Atlantic Research in Alexandria he was appointed Professor of Engineering Administration at the George Washington University in the mid 1960's.

Professor Shane served as a Senate Member for two years (1969-1970 and 1970-1971), including one-year as a member of the Senate Executive Committee. He was well-liked by his colleagues and students and for many years served with distinction his department, The School of Engineering and Applied Science, and the University.

Be it resolved that these remarks be included in the Minutes of this Senate meeting and a copy be sent to Professor Shane's family.

Raymond R. Fox  
Professor of Engineering  
and Applied Science

Faculty Senate Meeting  
May 6, 1988



THE  
GEORGE  
WASHINGTON  
UNIVERSITY

*School of Engineering and Applied Science / Washington, D.C. 20052*

*Department of Civil, Mechanical,  
and Environmental Engineering  
(202) 994-6749*

DATE: May 3, 1988

TO: Members, Faculty Senate

FROM: Senate Special Committee on Consolidation of the School of  
Public and International Affairs

SUBJECT: Interim Report of the Committee

The Committee has met a number of times. It has received written responses from a number of deans and faculty members to questions addressing the consolidation of SPIA. This interim report is distributed to inform you of some of the principal issues that the Faculty Senate must consider in Fall 1988 on this matter. We expect our final report would be presented for consideration at the October 1988 meeting of the Faculty Senate. If you have any issues of concern not listed below please inform one of the members of the Committee.

The Committee has identified several specific issues which it considers appropriate for Senate consideration. These are spelled out below in a rough order of importance. The Committee made no effort to resolve these issues, viewing its mandate instead as one of identifying and articulating the most relevant questions for debate. Inevitably perhaps, the Committee discovered that these concrete issues tended to escalate into more basic questions of academic self-image and priorities.

In particular, two fundamental questions seemed to recur.

The first was one of procedure: What role should the faculty play in reorganization decisions of this sort? What mechanisms should we have for identifying and hearing those members of the faculty who are affected by this and similar decisions? Plainly, the adequacy of faculty consultation in this case lies in the eye of the beholder. But the Committee hopes that the controversy will allow us as a community to define more precisely what procedures are to be expected in similar cases. At a time when we welcome a new administration, that kind of clarity seems critical.

The second and related question was more substantive: How autonomous should each school in the University be? The essential problems that have arisen in the first year of operation under the new SIA regime are — predictably — matters of hiring, promotion, and compensation in departments or disciplines split between schools. The Committee considered the organizational models at other universities which have faced similar difficulties, and discovered a range of models from

complete autonomy (where departments within schools enjoyed complete independence even from related or identical departments in other schools) to University centralization (where such decisions were made largely, if not entirely on the basis of University needs). The Committee believes that a thorough consideration of the SIA reorganization will require the Senate to reflect on where in this spectrum we wish — and can afford— to be.

At least the following major issues seem appropriate for Faculty Senate consideration:

1. What size the faculty budgeted to SIA is to be, and how that decision will be and/or should be made.
2. The administration believes that there has been adequate faculty consultation with respect to the reconstitution of SIA, while many faculty feel that the administration has not honored either the spirit or the letter of the Faculty code requirement for such consultation. In the opinion of the Senate, has there been adequate consultation? If consultation has been inadequate, what steps can the Senate take to help ensure adequate consultation on newly emerging issues of comparable significance?
3. What difficulties for faculty recruitment and departmental governance are associated with the complicated nature of faculty appointments to SIA, and how can these difficulties be ameliorated? Some examples are the differing points of view within a department divided between two schools regarding the qualifications of individuals being recruited; the potentially disparate treatment of salary recommendations for department members budgeted to different schools; and departmentally divisive splits in department votes on tenure recommendations and other matters possibly based upon school allegiance.
4. If there is to be a process of "decommissioning" SIA faculty not specializing in International Affairs, how can such a process be carried out in a manner consistent with the Faculty Code? If alternative consistent methods are available, what are the relative merits of each? What would be the "decommissioning" procedure for new faculty that turn out not to satisfy school needs and goals?
5. There must be protection of the rights of faculty who transfer to SIA. In particular, is provision of some mechanism allowing a retransfer out of SIA at the faculty member's behest (under specified circumstances) appropriate? If such a mechanism is provided, the associated budgetary implications for the schools involved must also be specified.
6. When a transferee to SIA retires or otherwise leaves the University where does the tenure-track slot and the associated budget reside? With SIA or the school which was the original source of the position?

7. How can we estimate, evaluate and monitor the effects of the SIA faculty reconstitution on those schools who lose faculty as a result of this reconstitution?
8. Consider whether and how to compensate those schools (departments) that incur significant losses because of the reconstitution.
9. What is the administration's rationale for failing to invite transfers from the non-Arts-and-Sciences schools, and does this rationale appear to be appropriate?

Raymond R. Fox, Chairman  
Robert S. Goldfarb  
William R. Johnson  
John A. Morgan  
Ralph G. Steinhardt

RRF:jjm

**COMMITTEE ON ADMINISTRATIVE MATTERS**  
**AS THEY AFFECT THE FACULTY**  
1987-88 Session

Of the various items the Committee identified as being appropriate for its agenda for 1987-88, two have occupied the Committee exclusively: (1) problems with procurement and supply and (2) security.

Problems with procurement and supply were brought to the attention of the Senate by Professor Cohn of the Department of Pharmacology early in the Fall of 1987.

To assess the problem the Senate Committee mailed out an invitation to all Deans, Division Heads, Department Chairs, and as many faculty as we could identify on sponsored research, asking them to comment on their experiences with procurement and supply. The response was impressive, largely negative and indicated that problems are not limited to any one area of the University. A copy of the survey was sent to Mr. Donald Runyon, Assistant Treasurer for Business Affairs, who sent copies to Vice President Diehl and to his assistant, Mr. Sloan. As a result of discussions with Mr. Runyon and Mr. Sloan some modifications have been introduced into the procurement and supply process which have been effective in reducing the problem of "lag time" - the time period between submitting a purchase order and receipt of the order. The Committee and Mr. Runyon recognize that other problems continue to exist and they are committed to solving them in so far as that is possible, for in some instances research is impaired and in others funding for grants is imperiled.



To this end, the Chair in 1988-89 will appoint a three-member sub-committee to work with Mr. Runyon in order to reduce further problems with procurement and supply. Two members will represent the Committee and one member will be appointed by the Associate Dean for Research in the Medical Center. This sub-committee will report annually to the Committee which will include it in its annual report to the Senate.

After discussing the matter of safety and security with Professor E. A. Potts (Law School) who is the Chair of the Committee on Campus Security and with Mr. Curtis Goode, Director of Safety and Security, the Chair concluded, and so reported to the Committee on Administrative Matters as They Affect the Faculty, that safety and security matters are well under control on campus so that we do not need an additional committee on safety and security. For the purpose of information the present Committee on Campus Security has 13 members (nine faculty, three students and two ex-officio), one of whom represents the University Senate. This Committee meets four times per year, more frequently if necessary. The Committee considers its role to be that of overseer rather than operational. At its meetings it reviews security problems that have occurred, assesses them and then attempts to find ways to prevent similar problems from arising in the future. The student members' basic concern is with the Student Escort Service and security of access doors to the residence halls. They are in general quite satisfied with safety and security operations.

The only recommendation that the Committee on Administrative Matters as They Affect the Faculty would make in respect to safety and security is that the Senate representative on the Committee on Security report once a year to the Senate on that Committee's activities.

Respectfully submitted,

  
James F. Burks, Chair

Eugene Abravanel, Psychology

Diane M. Brewer, Speech and Hearing

Jonathan D. Fife, Education

Hubert W. Lilliefors, Statistics

Anthony J. Mastro, Accounting

Sonya A. Quitslund, Religion

Sylvia Silver, Pathology

Dennis P. Soukup, Naval Science

Ex officio:

Philip S. Birnbaum, Dean of the Medical Center for  
Administrative Affairs

Carl J. Lange, Vice President for Administration and Research

1987-88 ANNUAL REPORT OF THE FACULTY SENATE COMMITTEE ON APPOINTMENT, SALARY AND PROMOTION POLICIES (including FRINGE BENEFITS).

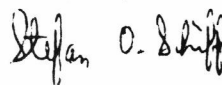
The Committee on Appointment, Salary and Promotion Policies (including Fringe Benefits) considered the following matters during the 1987-88 term.

1. Sabbatical leave policies in the clinical departments of the medical school. It was brought to the Committee's attention that there are severe constraints on the granting of sabbatical leaves, especially in the smaller clinical departments. After discussions in which Acting Vice President for Academic Affairs L. Thompson Bowles participated, it was recommended that clinical faculty be given realistic appraisals of their possibilities of obtaining sabbatical leaves when they are hired, and that alternative, commensurate benefits be considered in departments where sabbatical leaves are rarely or never granted.
2. Salary level minima. The Committee reviewed the level of minimum salaries for full-time Assistant and Associate Professors, using Federal standards of the Office of Management and Budget as comparisons. It was recommended that minimum salaries for these ranks equal 9/11 of the OMB salaries of GS 11 and GS 12 personnel (\$22,232 and \$26,645) respectively. Provost Johnson stated that he foresaw no major problems in raising and maintaining minimum salaries of Assistant and Associate Professors at those levels.
3. Competitive hiring. A subcommittee chaired by Peter Hill explored possibilities for improving the University's competitiveness in hiring highly qualified faculty. A "Resolution to Alter the Faculty Code" (87/5), which provides for the possibility of hiring associate professors with tenure, was passed by the Senate at the January 1988 meeting.
4. "Early" Tenure. The length of the probationary period for new faculty appointments below the rank of professor was discussed on the premise that undue delays in the granting of tenure might act as a deterrent to the hiring of strong candidates who are at, or near, tenure status. It was felt that the Faculty Code (Section IV A, 3.1, b3) provides for sufficient flexibility, but that the current strict interpretation of a four year minimum period by the Administration has generally precluded exceptions. The matter is under study by a subcommittee composed of Peter Hill and Miriam Dow.
5. Compensation for chairpersons, In response to an inquiry from a department chair last December, the ASPP Committee planned to investigate the problem of compensation for chairpersons who would like to continue to be active in sponsored research but who are restricted in the compensation they can receive by present University policies. V.P. for Academic Affairs French informed the Committee that members of the administration were already at work rethinking the basis of compensation for department chairs in all schools of the University that are organized on a departmental basis. The Committee therefore deferred discussion until the administration report became available. This occurred on April 29. The Committee was informed that Vice President French had convened a group composed of Dean Lovett, Acting Dean Shotel, Professors Arthur Friedman and Burdetsky and Provost Johnson, Vice President Lange and Assistant Vice President Trexler. That group developed the outlines of a new policy with respect to compensation for department chairs which was in turn reviewed by the full Council of Deans, and then presented for discussion to the ASPP Committee. The new policy (attached) recognizes the fact

that compensation of chairs should be related to the difficulties of the job in each department; it will make possible more equitable compensation across schools and it resolves the original complication with respect to department chairs who wish to continue actively in their sponsored research projects.

6. Fringe Benefits. Provost Johnson presented a report on the changes in fringe benefits related to retirement of University employees. This reports was subsequently presented in detail to the Faculty Senate.
7. Male/Female Faculty Salary Averages. Associate Provost Marianne Phelps presented a report on current disparities in the average salaries of male and female faculty, prepared in consultation with a subcommittee composed of Miriam Dow and Arthur Kirsch. It was concluded that existing disparities could not be ascribed to discriminatory practices. It was recommended that the report be distributed and that Provost Phelps present the findings to the Faculty Senate.
8. Educational benefits at the graduate level for children of faculty. A request was made by Professor Irving Katz to clarify the language in the Faculty Handbook that alludes to the relationship between the dependency status of a child and eligibility for educational benefits (p.44). The present language leaves some doubt as to whether the child must be legally dependent for the duration of the time he/she receives educational benefits, or whether the dependency status applies only at the beginning of the educational program. Professor Kirsch, who chaired the committee that drafted the language, stated that the former (i.e., dependency for the duration) was the intent. The ASPP Committee deferred further discussion until the next session.

Stefan O. Schiff, Biological Sciences  
Chairman



Members of the Committee:

Robert Dyer F., Business Administration  
Allman, Robert M., Radiology  
Belin, Michael, Opthamology  
Bowling, Lloyd S., Speech & Hearing  
Dow, Miriam V., English  
Hill, Peter P., History  
Katz, Irving J., Mathematics  
Kirsch, Arthur D., Statistics  
Shane, Presson S., Engineering Admin.  
Siegel, Frederic R., Geology

ex officio:

French, Roderick S., Vice President for Academic Affairs  
Johnson, William D., Provost  
Lang, Carl J., Vice President for Administration & Research

Office of the Vice President for Academic Affairs  
May 2, 1988

**Department Chair Compensation: New Policy Statement for All  
Divisions Organized on a Departmental Basis, Excluding the  
School of Medicine**

Department chairs play an increasingly important role in the achievement of the academic objectives of the University. The discharge of this expanding role involves a wide range of management responsibilities. The University wishes to develop a basis for calculating the compensation of department chairs that will more adequately recognize the diversity of their tasks and result in greater fairness in their salaries across the University.

We propose moving to a new procedure that will enable deans to calculate salaries for department chairs on an individual basis, but doing so in each instance by using a set of common factors. The eleven-ninths formula will no longer be used. Our intention is to establish true twelve-month salaries, including one month of vacation per year. The new salaries will be a combination of an academic year salary as base and a stipend as compensation for chairing. Annual increases will be attributed to the two components of the salary independent of one another. That will both preserve an appropriate salary for the department chair on his or her return to full-time teaching and permit the stipend to reflect quality of performance and significant variations in administrative duties. The stipend is intended not only as compensation for service in the summer months but for the duties of the chair performed throughout the year.

In calculating the stipend component of salaries for department chairs, deans will take into account the following factors: extent of course reduction for the chair; current level of sponsored research activity by the new chair; number of departmental faculty; number of professional staff; number of undergraduate majors; number of graduate students served; complexity and size of the departmental curriculum; laboratories or other special facilities under his/her jurisdiction; volume of sponsored research administered through the department; size and diversity of off-campus programs sponsored by the department; specific accreditation responsibilities and other similar administrative duties. (Note: It is understood that chairs retain the general privilege which permits "faculty to spend the equivalent of up to one day a week on consulting or other professional activities, provided such commitments do not interfere with University obligations.")

Other points to be noted:

- (1) This method of calculation should enable research-active faculty to take a turn as department chair without penalty. With the agreement of the dean, chairs could be paid for one or more summer months from sponsored research grants or contracts, leaving University funds to compensate an acting chair.

- (2) Many units will not immediately have the funds to implement this system with the level of increased salaries that it would call for in some instances. However, deans will be asked to institute the formula across the boards in the 1989-90 budget and on a selective basis as possible in the interim. (Note: Two schools presently employ a version of this method.) During the period of transition to the new system, the stipend portion of the salary will be equal to at least 22% of the academic year salary.
- (3) Comparability in the application of this base of calculation across the divisions of the University will be achieved through consultations between the deans and the Vice President for Academic Affairs.
- (4) A similar method will be used henceforth in the calculation of salaries for assistant and associate deans. It can also be used to determine salaries for program directors when warranted by the scope and magnitude of their duties.

Annual Report of the Faculty Senate Committee on Educational and  
Admission Policies

The Committee met six times during the academic year. The items that it dealt with are given below.

1. The Student Advising Program. A subcommittee of Nathan C. Garner and Walter Stein studied the advising program and presented their ideas to the Committee. There was discussion at a few meetings and Resolution (88/1) A Resolution to Improve Undergraduate Advising was adopted. This resolution will be presented to the Faculty Senate at the May 6 meeting.

2. The Designation of Student Majors on Diplomas. The George Washington University Student Association had passed a resolution favoring the designation of majors on undergraduate diplomas of the Columbian College of Arts and Sciences and we had been asked to examine the matter to see if a resolution should be presented to the Faculty Senate. After extensive discussion the Committee voted to prepare such a resolution and inquired of the various schools and programs as to which wanted to have this feature. The result is Resolution (88/2) A Resolution Regarding the Specification of Major Fields of Study on Undergraduate Diplomas. This will be presented at the May 6 Senate meeting.

3. The Academic Calendar. This item was discussed at several of the meetings. A subcommittee was organized to look at it, but no specific recommendations for planning for the calendar emerged. There is some uncertainty as to where the responsibility and authority for organizing the calendar lie and a future committee should consider this.

4. Latin Honors. There was a good deal of discussion about whether Latin honors should be awarded on the basis of QPI values computed on the basis of all the courses a student takes, as is the present practice, or whether only courses counting to the degree should be included. At the last meeting of the year, a straw vote of the Committee favored the latter practice, but no formal action was taken. This matter too is recommended to the successor committee for consideration.

5. Other topics that the Committee dealt with included: the treatment of students who have failed to make tuition payments (present procedures were considered appropriate); plans for computerized registration; the new admissions application form (the Committee felt this was a significant improvement); the activities of the Division of Continuing Education (the Committee had no input to make but felt these should be reviewed periodically).

Educational and Admissions Policy

Chairman, Levy, Joseph B.

Bowles, L. Thompson

Claeyssens, Astere E.

Davis, Herbert J.

Garner, Nathan C.

Greenberg, Joseph A.

Klubes, Philip

Kwon, Nancy J.

Martin, Owen C.

Meltzer, Arnold C.

Stein, Walter A.

Taragin, Morton F.

Tollo, Richard P.

ex officio

French, Roderick S.

Stoner, George W. G.





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*Washington, D.C. 20052 / The National Law Center*

MEMORANDUM

To: Faculty Senate Office  
From: Barkley Clark *BC*  
Re: Activities of Fiscal Planning and Budgeting Committee  
Date: May 6, 1988

The Fiscal Planning and Budgeting Committee was this year comprised of the following members: Barkley Clark, Law, Chair; Michael Bradley, Economics; David Davis, Radiology; Robert Waters, Engineering Administration; and Tony Yezer, Economics.

The Committee's first meeting was on October 27, 1987, when we had a special conference with Bob Shoup regarding various aspects of the University budget. In particular, we discussed the proposed 2 percent operational budget cut, the reasons for it, and ways to avoid similar problems in the future. We spent substantial time analyzing enrollments, proposed revenues and expenses, proposed tuition rates, and general guidelines used by the University for the preparation of operating budgets at the various units on campus. Mr. Shoup, as in prior years, explained to the Committee the University's "incremental line-item" budgeting process.

The next meeting of the Committee was on December 16, 1987, at which we focused on framing various questions regarding the budget, to be addressed by the central administration at the Senate meeting in January. These questions ran the gamut from the commercial rental market in D.C., to the possibility of refinancing various bonds, to the renovation of the Henry Building, to the problems with the Kaddision law firm in 2000 Pennsylvania, to the relationship between the operational budget and the capital budget, to projections for the University's financial health over the next decade, to restrictions on gifts in the University's \$75 million capital fund drive, to the use of various ratios in the budgeting process as a guide to fiscal planning, to the definition of terms such as "budget deficit", to the role of Deans in the budgeting process. These questions were forwarded to the Senate Executive Committee for use at the January meeting. They formed the basis for much of the discussion at the January Senate meeting, at which the administration answered a great variety of inquiries concerning the budgetary process and how to avoid shortfalls in the future. A copy of the Committee's questions is attached hereto.



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In addition to the formal Committee meetings, Professor Clark attended all meeting during the year as the faculty representative on the Trustees' Committee on University Development, which is the committee overseeing the capital fund drive.

Respectfully Submitted,

*Barkley Clark*  
Barkley Clark, Chair



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MEMORANDUM

To: Lilien Robinson, Chair, Faculty  
Senate Executive Committee  
From: Barkley Clark, Chair, Senate  
Budget Committee  
Re: Questions for Central Administration  
Regarding the Budget  
Date: December 17, 1987

Our committee met at some length yesterday and framed a series of questions which we hope would be addressed by the central administration at the Senate meeting in January.

(1) In good times, when the commercial rental market is solid and all GWU rental properties are "on line", the cash flow from the commercial operations is a plus for the academic budget. But in bad times, when the rental market goes soft, some tenants default, and one or more buildings is "off line" through renovation, problems with cash flow on the commercial property side become a drain on the academic budget. In terms of long-range financial planning, what is being done to provide some insulation of the academic budget from the ups and downs of the commercial rental market?

(2) As a question related to (1), what can be done to even out the peaks and valleys of the commercial rental operations of the University, to lessen their impact on the academic budget?

(3) Will it be possible to refinance the bonds financing the Academic Center, to lessen the impact of a sudden, concentrated increase in the bond amortization account and thereby to lessen the impact on the academic operating budget? Are there any legal impediments to any such refinancing?

(4) There have been rumors that the renovation of the Henry building will cost as much as \$22 million. Is this figure correct? What are the terms of the mortgage loan against that building? What are the projections for rental rates in the refurbished building, and how do they compare with the rates previously paid by the NAS? What is the debt repayment schedule on the other investment properties (Pepco, 2000 Penn, etc.)? Will these other buildings be handled the same way as the Henry building, i.e. with a total renovation?



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(5) What were the terms of the lease with the Kaddison law firm? How many months or years were they allowed to slip into arrears? What is GWU's total loss on that space? What is being done to re-let the space? What percentage of the 2000 building was occupied by the Kaddison firm, and why did default on that lease have such a large impact on the academic budget?

(6) What will be the impact of the budget shortfall on the University's capital improvements plans, including (a) the projected \$65 million medical school program, (b) the Loudon county program, and (c) other main campus academic buildings that are in the capital plan?

(7) In light of your discussions with the various deans, which units' budgets are being cut to minimize the budgetary shortfall? If the budget of a particular unit will not be cut this year, what impact will the shortfall have on budgetary allotments for subsequent fiscal years?

(8) How will the 2% shortfall be taken care of this fiscal year? Will it be entirely from re-allocation of current gifts from endowment? Or are there other elements in the plan to solve this year's immediate problem?

(9) What are your projections for the over-all financial health of the University over the next decade, in light of projections of an overbuilt commercial rental market in Washington?

(10) To what degree are funds from the University's \$75 million fund-raising campaign restricted and to what degree are they available to make up for the unexpectedly low level of "unrestricted gifts"?

(11) When an academic unit (school or division) is given a budget which specifies individual lines of expenditure, can the total allocated be reduced because one of the accounts is in surplus, even if other accounts are in deficit?

(12) To what extent does the University use expenditure or revenue ratios as a guide to fiscal planning? Are there target ratios? If so, how does performance compare with these ratios? Such ratios include: student fees as a percentage of total revenue; grants and contracts as a percentage of total revenue; property income transferred to current



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account as a percentage of total revenue; loan principal reductions as a percentage of total expenditures; interest payments as a percentage of total revenue; instruction and department program expenditure as a percentage of total expenditure; student fees as a percentage of instruction and department program expenditure; plant maintenance and operation as a percentage of total expenditure.

(13) We have several related questions regarding the definition of a "budget deficit." What item in the "Statement of Changes in Fund Balances" in the Annual Report is used to measure the "deficit"? Is it the "Net Change in Fund Balances" under the "Total" column? Are expenditures for plant and capital additions and loan principal reductions deducted from total revenues when the deficit is computed? What is the justification for this? The Financial Account Standards Board, FASB, has recommended or required (we don't know which) that universities deduct depreciation charges as part of current expenditures. When will GWU be adjusting its accounts to deal with this requirement? Will the definition of a "deficit" change as a result of this accounting change? Because of unrealized capital gains on its properties, GWU may have increases in total assets that far exceed increases in total liabilities, and yet it can still report a "deficit". Does this reflect a problem with the definition of "deficit"?

(14) We have two related questions about computer fees. Was not the initial plan for computer fees to fund incremental improvements in computing equipment, and has not this been the case through fiscal 1987? Have the computer fees been decoupled from dedicated improvements in computing equipment, or is such a decoupling planned for the future?

(15) To what extent are the deans brought into the budgeting process? What role does the Board of Trustees play on a year-to-year basis?

(16) What is the total rent paid by the University for third-party space for academic programs? Has consideration been given to using University-owned rental properties for this purpose?

Members of the Senate Budget Committee: Professors Bradley, Clark Davis, Waters, Wise, and Yezer.

THE GEORGE WASHINGTON UNIVERSITY

INTERDEPARTMENTAL MEMORANDUM

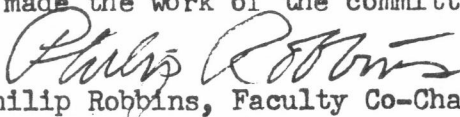
May 6, 1988

TO: Prof. Lilien Robinson, Chair, Faculty Senate

ANNUAL REPORT OF THE JOINT COMMITTEE OF FACULTY AND STUDENTS

1. The Committee recommended to the Faculty Senate and saw passed by the Senate without amendment Senate Resolution (87/12) To Amend the University Policy on Academic Dishonesty and Senate Resolution (87/6) To Advance Cross-Cultural Communication with International Students.
2. At the request of University administrators, a subcommittee of the Joint Committee made an extensive study of the University Interim Policy on Alcohol Use. The Joint Committee then made several recommendations for amendment before this policy is made permanent.
3. The Joint Committee studied and approved changes in the University Student Grievance Procedures recommended by Asso. Provost Phelps.
4. The Joint Committee undertook extensive study of the proposed revised Student Code of Conduct and made numerous recommendations to the Faculty Senate for amendments. Many of these suggestions were accepted by the Senate in the document approved and forwarded to President Elliott and the Board of Trustees.
5. The Committee approved in principle an action by the Faculty Senate Committee on Admissions and Education Policy to recommend that all appropriate degree-granting components of the University add the student's major program to the student's diploma.
6. The Committee approved members of a selection committee headed by Dean of Students Gail Short Hanson which has selected from nominations received ten 1988 recipients of the George Washington University Awards at Commencement. Upon request, the selection committee reviewed the process by which it itself is selected and confirmed and then is able to do its work and reported to the Joint Committee that this process is working well.

The Joint Committee expresses its appreciation to you, to the administrative staff of the Faculty Senate, and to other University faculty and administrators for all the assistance rendered this year which has made the work of the committee possible.

  
Philip Robbins, Faculty Co-Chair

Raffi Terzian, Student Co-Chair  
Prof. Nathan C. Garner  
Robert G. Jones  
Robert J. Harrington  
Max Ticktin  
Steven A. Tuch  
Daniel Ullman

Student Members  
Jeff Cohen  
Christopher Crowley  
Julie Harris  
John Kiriakou  
Michael Moskowitz  
Larry Weisberg

ex officio: Cheryl Beil, Assistant Dean of Students; former Director Claudia J. Derricotte of Student Activities Office; Dean Clara M. Lovett, Columbian College of Arts and Sciences; Vice President for Student Affairs William P. Smith, Jr.; and students Kevin Angers, Adam Freedman, Nicole Furie, and Gary Lesser.



## SENATE RESEARCH COMMITTEE

### ANNUAL REPORT

1987 - 1988

#### COMMITTEE MEMBERS

Professors: Affronti, Lewis F., Microbiology  
Baginski, Frank, Mathematics  
Barnard, Neal, Psychiatry  
Bergmann, Otto, Physics  
Junghenn, Hugo D., Mathematics  
Lewis, John F., Geology  
Marlow, William H., Operations Research  
Shotel, Jay R., Special Education  
Sten, Christopher W., English

Ex.Officio: French, Roderick S., Vice President for  
Academic Affairs  
Lange, Carl S., Vice President for  
Administration and Research  
Soloman, Henry, Dean, Graduate School of Arts  
and Sciences

The Committee met 3 times during the academic year. The following issues and actions were taken by the committee.

1. University Policy on "Misconduct in Research".  
Policy was drafted to satisfy requirements of several federal sponsors of research. The committee reviewed the draft and recommended several changes and modifications concerning the definitions of what constitutes misconduct and how it should be administered.
2. University Statements of Missions and Directions  
Draft statements were reviewed and changes were recommended.
3. Proposal for Perquisites for Research Active Faculty  
A proposal for perques was reviewed and discussed and the committee recommended against adoption.
4. University Policy on Conflict of Interest  
The committee reviewed much documentation and memoranda with an eye to making recommendations to the Senate Committee on Professional Ethics and Academic Freedom. In spite of several animated discussions, no consensus evolved.



5. University Policy on Sabbatical Leave  
The committee discussed the issue but made no recommendation.
6. Promotion of Colloquia and Seminars  
The committee suggested discussing this as an agenda item but so far the issue has not be addressed in detail.

Respectfully submitted,



Charles A. Garris, Chairman

c.c. Committee Members

ANNUAL REPORT OF THE FACULTY SENATE  
COMMITTEE ON UNIVERSITY DEVELOPMENT AND RESOURCES

1987-1988

SUBMITTED TO THE FACULTY SENATE  
BY Suzanne L. Simons,  
Chairperson

MEMBERS OF THE COMMITTEE:

Brennan, Timothy, Communications  
Lappas, Nicolas T., Forensic Sciences  
Scott, James, Medicine  
Seavey, Ormond, English  
Simons, Suzanne, Anthropology  
Steiner, Carl, German  
Wade, Alan G., Communications and Theater  
Dorich, Dina, University Relations, Ex-Officio

The Committee met six times during the 1987-1988 academic year. Major attention has been devoted to establishing a set of specific priorities with respect to future goals and considering a new committee title to reflect its general thrust. A proposal to change the name of the committee from The Committee on University Development and Resources to the Committee on Faculty Development and Resources was rejected at the Faculty Senate's first meeting in the fall of 1987. Nonetheless, the committee, after much deliberation, wishes to have that title change reconsidered next year. It believes the change from university to faculty most accurately reflects the emphasis this committee wishes to take.

In addition, priorities concerning future goals have been outlined. In descending order, these are:

- 1) Proposal to the Senate of the establishment of a GWU Day Care Center
- 2) Proposal to the Senate for the provision, by the university, of space for an informal eating, drinking and gathering place for faculty across its departments and divisions

In addition, some discussion has been given to recommending that a university mechanism for faculty publication be established.

With respect to item 1, above, the committee is in the process of formulating procedures to undertake a university-wide survey of the needs of faculty, staff and students for a day-care center, which is considered long overdue. Some discussion has been given to possible space resources and the way a facility can incorporate the expertise of university departments, such as

Education and Psychology. In addition, the committee is investigating the manner in which day-care facilities have been implemented at several other Washington-area universities.

The committee, as requested by the Executive Committee of the Senate, also examined and commented on documents related to the Academic Plan for 1988 - 1993. These included 1) The Planning Format; 2) The Mission Statement; and 3) The Statement of Directions.

The committee realized that budget constraints and the arrival of a new university president precluded doing much more than clearly stating its perceived charge and readying its priorities for the future. Clearly dedicated to the goals outlined above, it has decided to do some of the preliminary work that is necessary before presenting recommendations to the Senate next year.

ANNUAL REPORT OF  
THE COMMITTEE ON UNIVERSITY AND URBAN AFFAIRS

1987-1988 Session

The Committee on University and Urban Affairs met three times during the academic year. These meetings (and four additional sub-committee meetings) addressed the implementation of Faculty Senate Resolutions 86/5 A RESOLUTION TO ESTABLISH A REGULARLY UPDATED PUBLICATION OF COMMITMENTS (adopted January 16, 1986) and 86/12 A RESOLUTION TO ESTABLISH THE GEORGE WASHINGTON UNIVERSITY OFFICE FOR SERVICE TO THE COMMUNITY (adopted April 10, 1987).

Sub-committee meetings in September with Vice President French (in absence of President Elliott) and in late March with President Elliott were concerned with the further clarification of 87/12 as requested by the administration and still on-going. A sub-committee met with Assistant Vice President for University Relations Dorich in December to discuss revision of the concept of Commitments and related matters, aware that implementation of 86/5 was contingent on the implementation of 86/12 as had been indicated in status report from the Office of the President dated July 27, 1987.

In its final meeting the Committee expressed its feeling that the coming academic year would, perhaps, be a good time for the 1988-1989 Senate Committee on University and Urban Affairs to wait and "capitalize" on the initiative of the new administration, prepare itself to brief incoming administrative staff, continue open communication, and anticipate ways in which the Committee may not only fulfill its original broad general charge (Senate Resolution 68/1) but also its current charge, the implementation of the two current resolutions undergoing clarification.

Respectfully submitted,

*Arthur Hall Smith*

Arthur Hall Smith, Chairperson

Dennis Gale, Urban & Regional Planning, Lisner 101  
Jane Lingo, News & Public Affairs  
Honey Nashman, HKLS  
Michael Shaffer, Anesthesiology  
Jeffrey Smith, Emergency Medicine  
Joseph Tropea, Sociology

Ex Officio:

Charles E. Diehl, Vice President and Treasurer\*

\* in '87/'88 alternately represented by

Vicki J. Baker, Director of Student Financial Aid

William J. Carter, Assistant Treasurer

# ANNUAL REPORT OF THE EXECUTIVE COMMITTEE OF THE FACULTY SENATE

1987-88 Session

The Executive Committee arranged the agenda for nine regularly scheduled meetings of the Faculty Senate. It also initiated the convening of a special meeting in October for the discussion of the announced University deficit and the imposition of a 2% across-the-board cut. Additionally, at the January meeting senior officers of the Administration, at the invitation of the Executive Committee, responded to previously submitted questions regarding the University budget and the decision-making process.

During the 1987-88 term, the Senate acted upon thirteen resolutions. Two resolutions were proposed by the Executive Committee. They were Resolution 87/9 "A Resolution on University Planning" and Resolution 87/4 "A Resolution for Adoption of Revised Code of Student Conduct." Two Resolutions of Appreciation were also initiated by the Executive Committee. A tabulation of resolutions, enacted by the Senate, showing the Administration's response and additional explanatory correspondence with regard to Resolutions 87/1, 87/9, and 87/10 are attached to this report.

During this session of the Senate, the Executive Committee continued to serve in a coordinating and advisory capacity with regard to two ongoing grievances, that of Dr. Ann M. Lewicki and Dr. Mary Ann K. Markwell. The Hearing Committee ruling for Dr. Markwell was reversed by the Appeals Committee and the latter's recommendation transmitted to the Board of Trustees. In the case of Dr. Lewicki, the parties were able to reach a mutually acceptable settlement, and no hearings were necessary.

During the 1987-88 term the Executive Committee was notified of three nonconcurrences with respect to departmental tenure recommendations. As specified by the Code, preliminary consultations and mediation were initiated by the Executive Committee in all three cases. Because of the resignation of the faculty member in question, the first nonconcurrency did not go forward. In the other two cases, formal meetings were held, and the Executive Committee submitted its findings and recommendations to the Administration. In one instance, the nonconcurrency was sustained by the Board of Trustees and the faculty member was awarded tenure. The Administration's recommendation to the Board of Trustees on the third nonconcurrency is still pending at this time.

The Executive Committee received a progress report on the Presidential Search from the Chairman of the Faculty Consultative Committee. The former also arranged for a presentation to the

Senate by the faculty members serving on the Trustees Presidential Search Committee.

In conjunction with the Office of the Vice President for Academic Affairs, in January the Executive Committee sponsored the orientation breakfast for new faculty members. In April, it joined in the co-sponsorship of the Annual Faculty Luncheon honoring emeriti professors and those achieving twenty-five years of service. In March, the Executive Committee arranged and hosted a Faculty Senate reception in honor of President Elliott.

The Executive Committee nominated faculty members and chairmen for various administrative committees and Senate standing committees. It also initiated and transmitted matters for consideration and recommendation to standing committees. These were often numerous, varied and highly complex. The Executive Committee expresses its congratulations and gratitude to our colleagues for their enthusiastic participation and high level of productivity during an especially complex and challenging period for the University.

The Executive Committee also expresses its appreciation to colleagues throughout the University for their serious concern regarding the academic success of George Washington and their support of faculty governance. It also extends warm and sincere thanks to Ms. Doris Trone and Ms. Brigid Monaghan of the Faculty Senate Office whose institutional knowledge, organizational skills and assistance are essential to the accomplishment of the Faculty Senate's agenda.

Respectfully submitted,



Lilien F. Robinson,  
Chairman

Members of the Committee:

Raymond R. Fox (SEAS)  
Joseph B. Levy (GSAS)  
George W. Smith (SEHD)  
Howard C. Pierpont (Medical)  
Susan J. Tolchin (SGBA)  
Luize E. Zubrow (Law)  
ex officio  
Lloyd H. Elliott, President

Attachments

May 4, 1988

# RESOLUTIONS 1987-88 SESSION

Resolution No.	Date of Meeting	Title of Resolution	Action	Remarks and/or Committee Referral
87/1	5/1/87	A Resolution Concerning Faculty Salaries	Adopted 5/1/87	See attached letter dated 1/11/88 from President Elliott in response to Resolution 87/1 - No further action necessary.
87/2	5/1/87	A Resolution to Change the Name of the Senate Committee on University Development and Resources to the Senate Committee on Faculty Development and Resources	Postponed to 9/18/87; <del>Recommitted</del> 9/18/87	
87/3	11/13/87	A Resolution Relating to Sabbatical Leave Policy	Adopted 11/13/87	Accepted as a clarification of existing policy.
87/4	12/11/87	A Resolution for Adoption of Revised <u>Code of Student Conduct</u>	Deferred to 2/12/88; Deferred to 3/11/88; Adopted, as amended, 3/11/88	Accepted.
87/5	1/15/88	A Resolution to Alter the <u>Faculty Code</u> , Sections IV-A-3.1-b)-3) and IV-A-4.1-b)&c)	Deferred to 2/12/88; Adopted, as amended, 2/12/88	Accepted by President to be recommended to Board of Trustees for approval.
87/6	3/11/88	A Resolution to Advance Cross-Cultural Communication with International Students	Adopted 3/11/88	Accepted in principle for implementation as resources permit.
87/7	3/11/88	A Resolution Regarding Faculty Participation on the Board of Directors of the Washington Research Library Consortium	Adopted 3/11/88	Not accepted because inconsistent with the terms of agreement among members of WRLC.
87/8	3/11/88	A Resolution of Appreciation (for President Elliott)	Adopted 3/11/88	Accepted with appreciation.



## RESOLUTIONS 1987-88 SESSION

Page 2

Resolution No.	Date of Meeting	Title of Resolution	Action	Remarks and/or Committee Referral
87/9	4/8/88	A Resolution on University Planning	Adopted 4/8/88	See President's memo 4/18/88.
87/10	4/8/88	A Resolution to Amend the <u>Faculty Code Provisions</u> Concerning <u>Faculty Consultation</u> in the Appointment of Administrators Whose Positions Relate to Academic Matters	Adopted 4/8/88	See President's memo 4/18/88.
87/11	4/8/88	A Resolution to Support Additional Funding for Library Acquisitions	Adopted 4/8/88	Under review.
87/12	4/8/88	A Resolution to Amend the University Policy on Academic Dishonesty	Adopted 4/8/88	Accepted by President to be recommended to Board of Trustees for approval.
87/13	4/8/88	A Resolution of Appreciation (for Professor Pierpont)	Adopted 4/8/88	Accepted with pleasure.



THE  
GEORGE  
WASHINGTON  
UNIVERSITY

Washington, D.C. 20052 / Office of the President / (202) 994-6500

January 11, 1988

TO: Professor Lilien F. Robinson, Chair,  
Faculty Senate Executive Committee

FROM: Lloyd H. Elliott *Lloyd H. Elliott*

SUBJECT: A Resolution Concerning Faculty Salaries (87/1)

I doubt there has been any subject higher on my list of priorities than the improvement of faculty salaries since my arrival on the GW campus in the fall of 1965. Therefore, your resolution and the objective expressed therein are welcome reminders of a concern mutually shared. Continued strengthening of financial support for our libraries would be the only possible subject to enjoy an equally high priority from my point of view.

My dilemma in responding to the faculty salary request is difficult. In certain parts of the University, the Law School being the most conspicuous, faculty enjoy a much higher level of compensation, due primarily to the relatively large numbers of students they meet each week in the classroom. Since every unit of this University is tuition dependent, it is an undeniable fact that faculty salaries are very directly related to credit hours taught by faculties of schools and colleges and by departments. Productivity, if defined to include both teaching and research, is still an incomplete measure of a faculty member's contribution to the institution. However, I simply don't know how to avoid this ever-present economic fact of life. I am convinced, after years of laboring with budgets, that the salary goals which we both seek cannot be achieved unless and until serious attention and realistic planning make productivity a factor related to faculty compensation.

One possible approach to the problem would be to set up machinery whereby the faculty, deans and other appropriate officers of administration could address academic productivity. The subject is of such urgency that I would consider it timely if a strong initiative could be undertaken on this matter before my retirement on June 30, 1988. May I suggest an exploratory session with appropriate members of the Faculty Senate and the administration in order that we might work out a satisfactory procedure.

Many thanks.



THE  
GEORGE  
WASHINGTON  
UNIVERSITY

Washington, D.C. 20052 / Office of the President / (202) 994-6500

April 18, 1988

TO: Mr. Everett H. Bellows  
Chairman  
Board of Trustees

FROM: Lloyd H. Elliott, President

SUBJECT: Faculty Senate Resolution 87/9,  
a Resolution on University Planning

The above resolution, adopted by the Faculty Senate at its meeting on April 8, 1988, is hereby transmitted without recommendation. Let me outline the rationale which prompted me to refrain from making a recommendation.

The resolution calls for a major restructuring of the Committee on Coordinated Planning, requesting among other things for the President of the University to play a major role--to serve as Chair, in fact, of the Committee. In view of my forthcoming retirement, it would seem inappropriate and untimely for me to recommend either for or against:

- 1) the major restructuring of the Committee itself or
- 2) the assignment of a new role to the President of the University.

I trust all parties will understand my position.

Enclosure

cc: ✓ Professor Robinson  
Vice President French  
Associate Provost Phelps  
Provost Johnson



THE  
GEORGE  
WASHINGTON  
UNIVERSITY

Washington, D.C. 20052 / Office of the President / (202) 994-6500

April 18, 1988

TO: Mr. Everett H. Bellows  
Chairman  
Board of Trustees

FROM: Lloyd H. Elliott, President

SUBJECT: Faculty Senate Resolution 87/10, a Resolution to amend the Faculty Code provisions concerning faculty consultation in the appointment of administrators whose positions relate to academic matters

The above resolution, adopted by the Faculty Senate at its meeting on April 8, 1988, is hereby transmitted without recommendation. Let me outline the rationale which prompted me to refrain from making a recommendation.

The resolution calls for a broader role for the faculty of the University in the appointment and promotion of administrative officials with authority over academic matters. Furthermore, the resolution calls for a more decisive role for the faculty through both the Faculty Senate and the Faculty Assembly in the retention of these officers, including the tenure of the President. In view of my forthcoming retirement, it would seem inappropriate and untimely for me either to support or oppose:

- 1) the major restructuring of provisions in the Faculty Code pertaining to "the appointment and promotion of administrative officials with authority over academic matters," or
- 2) the assignment of a more decisive role for the faculty in the retention of the President

Enclosure

cc: Professor Robinson  
Vice President French  
Associate Provost Phelps  
Provost Johnson

### 1987-88 Male/Female Faculty Salary Averages

The University has monitored male/female faculty salary averages every year since 1973 when, in accordance with the Equal Pay Act, a major adjustment was made to equalize salaries of women faculty members. The EO Officer for Faculty, the Associate Provost, is responsible for monitoring faculty salaries and reviews salary information annually. The Assistant Provost for Institutional Research prepares the reports and assists in the review. Periodically, faculty members are asked to participate in a complete review of faculty salary equity. The Commission on Equal Opportunity, now dissolved, was instrumental in an early review. Somewhat later a faculty committee worked with the EO Officer to develop methods of assessing equality. On two occasions since that time and a third this current year the Senate was asked to appoint a subcommittee of members from the Committee on Appointments, Salary, and Promotion Policies to advise on the salary review. Dr. Miriam Dow and Dr. Arthur Kirsch were appointed to review 1987 salary averages.

The background of the current review is that the gap in salary averages between males and females has been growing. Across the University, excluding the School of Medicine and Health Science, in 1985-86 the average salary of female professors was 93% of the males, in 1987-88, 91%; the dollar gap has grown from \$3607 to \$5248. The average salary of female assistant professors was 93% of the males in 1985-86 and 92% in 1987-88, the dollar gap growing from \$2103 to \$2732. The average salary of female associate professors improved from 94% of the males in 1985-86 to 96% in 1986-87, but decreased again to 95% in 1987-88. The dollar gap for female associate professors increased from \$1414 to \$2026 between 1986-87 and 1987-88.<sup>1</sup> As a result, it was determined that a full review should be conducted this year.

Two methods are used to review faculty salary averages. The faculty committee referred to above developed a list of non-discriminatory factors which "explain" salary variances. The factors identified were: age, time at the university, highest degree, years since highest degree, field, and tenure track. Both rank and years in rank were excluded

<sup>1</sup>A review of salaries of faculty members in the School of Medicine and Health Sciences poses special problems. Faculty members in the Basic Sciences are included in salary analyses. Generally, salaries of faculty in the clinical departments are extremely difficult to analyze for equity. Base salaries of MD's can be reviewed, but since they are only one portion of annual salaries and so many factors are involved in establishing both the base and the other salary components, such a review has very little meaning. The group of non-MD faculty members in the clinical departments is relatively small, and their degree qualifications vary from bachelor's degree to PhD. Comparisons are extremely difficult and again have very little meaning.

because these factors are subject to similar decision-making processes as those that determine salary and thus their use might mask the discrimination an analysis would attempt to reveal. These, together with the discriminatory factors of race/ethnic origin and sex, are used in a program called the Automatic Interaction Detector (AID) to identify the characteristics of the faculty at various salary levels. This year the AID explained 68% of the variation in salaries as follows: 40% by field, 14% by years since highest degree, 9% by age, and 5% by tenure track. Race and sex were not identified as explanatory variables.

The program also provides statistics and individual salaries for groups of faculty identified by AID as possessing similar characteristics. By studying this information, individuals whose salaries are high or low for their 'group' can be flagged. Thus the variation not explained by the AID program itself can be examined on an individual basis. This capability is increasingly important as salaries are more consistently related to performance, a non-discriminatory factor thus far not subject to the kind of quantification the AID program requires for analysis. Also, reflecting previous experience and performance in their field and market considerations, some new faculty members have been hired at higher salaries than those already employed at the University. This year, the salaries of individuals in each final group of the AID who fell 2 or more standard deviations from the mean of the group were examined to determine if any individual discrimination might be identified. In all cases, non-discriminatory reasons were found to explain the difference.

The "Pairing Method" is used to supplement the AID program. This method involves matching a female faculty member with a male in the same field and with similar service at the University. Where the male's salary is higher than that of the female, the faculty personnel record and, where indicated, the dean and the Vice President for Academic Affairs are consulted to determine whether or not there is a non-discriminatory explanation for the differential. In most cases the discrepancies have been determined to be rational. In a few cases over the years, adjustments have been made to the salaries of individual female faculty members. This year the faculty members and the Associate and Assistant Provosts identified 15 specific cases for review. Each of these was discussed with the appropriate dean, and the conclusion was reached that non-discriminatory reasons accounted for the salary differentials.

As a result of this review, we have concluded at this time that sex is not a contributing factor to the growing gap between male and female faculty salary averages. However, the faculty members working with the review have recommended two additional steps they believe are necessary to add to our salary review process in the future. First, they have suggested that we review the percentage annual salary increase recommended by chairs and deans to determine if there are any differential patterns between males and females. Second, due to the

impossibility of monitoring clinical faculty salaries using current methods, they have suggested working with central administration in the Medical Center and individual department chairs to develop means of reviewing salaries of male and female clinical faculty members.

Marianne R. Phelps  
Associate Provost



A TRIBUTE TO Guy Black  
Professor of Business Administration

Guy Black joined the George Washington University's School of Government and Business Administration faculty in 1968 as an Associate Research Professor of Business Economics. In 1971 he was appointed professor. Ever since, he has brought consummate skill and excellence to the school as a prominent member of academia. His educational achievements speak for themselves: an B.S. from Harvard; an M.A. and Ph.D. in Economics from the University of Chicago. This is only part of the picture however, because Guy Black has also served SGBA with integrity and honesty. He is, above all else, the definition of what it means to be a gentleman.

Prior to his arrival here at the University, Professor Black amassed impressive, if not incomparable, professional experience: 1965-1967, he served as Executive Secretary on the President's Committee on the Economic Impact of Defense and Disarmament; 1964-1965, he was an economist at NASA; and from 1963-1964 he was a Senior Research Associate at the Alfred P. Sloan School of Management at the Massachusetts Institute of Technology. He has also been a member of the National Academy of Sciences, the National Planning Association, and worked as a consultant to the Economic Industries Association. He is the author of several articles and publications on private research and development and demand for marketing services.

Professor Black has brought all these skills to the University and GW has undoubtedly benefitted from them. He has shared with his colleagues and passed onto his students valuable, first hand experience of business economics and policy. His association with John Kenneth Galbraith is tribute enough to his professional experience. But Professor Black has always taken what he has learned and passed it onto others. His selflessness and dedication are evident to all who know him.

Students have emerged from his courses not only with textbook knowledge of what it means to be a businessman but also what it means to be a man of character and integrity. Professor Black is one of those rare individuals whose qualities somehow rub off on those around him and SGBA is an institution that has been honored with his presence. He will be missed.

Salvatore F. Divita  
Professor of Business Administration

May 6, 1988  
Faculty Senate Meeting

A TRIBUTE TO Roy B. Eastin  
Professor of Business Administration

Professor Eastin joined the George Washington University's School of Government and Business Administration faculty in 1955 as an adjunct faculty member, becoming a full-time faculty member in 1960. His educational achievements include: a B.A. and an M.A. in Psychology from the George Washington University and a Ph.D in Public Administration from American University.

Positions held prior to 1960: Assistant to Director of Personnel, 1943-45; Assistant Superintendent of Documents, 1945-49; Superintendent of Documents, 1949-53; Executive Officer, Government Printing Office, 1953-60.

During Professor Eastin's 33 year association with the George Washington University, he has become nationally recognized as an expert in the American Printing Industry. Professor Eastin has written several books among those; Designing an Effective Sales Compensation Plan, Profiting Despite Inflation/Recession, and Best and Worst Markets for Printers, published by the Printing Industry of America.

Professor Eastin has been active with his department and the school, serving on numerous committees, acting as Program Director for the Personnel Program from September 1982 through May 1987 and has served several years as faculty advisor for the SGBA Personnel Society. He also served as a member of the Faculty Senate for three academic years: 1972-73, 1973-74 and 1974-75.

Professor Eastin is held in high esteem by his students. He has worked diligently to ensure his students are prepared to enter the corporate work force. Through his commitment, his students have continued to support the George Washington University as alumni, and thus assisting graduating students finding jobs in their field.

Salvatore F. Divita  
Professor of Business Administration

May 6, 1988  
Faculty Senate Meeting

## LORETTA STALLINGS

Dr. Loretta Stallings, Professor of Education in the Department of Human Kinetics and Leisure Studies of the School of Education and Human Development, served as Chair of the Department of Physical Education for Women and Director of Women's Athletics from 1960 to 1969. She was Chair of the Graduate Studies program in that Department until the late 1970s. Her field of expertise was Neurological Basis of Motor Learning, Perceptual-Motor Development, and Kinesiological Anatomy.

In 1973 she published a major textbook entitled MOTOR SKILLS: DEVELOPMENT AND LEARNING, and published a revision of that text in 1982. Her research encompassed the many aspects of perceptual motor learning.

In the School of Education and Human Development, she served on various committees over the years and developed the Individualized Master's Degree program.

She served on the Faculty Senate from 1964 to 1966 and was chair of the Public Ceremonies Committee.

On the occasion of her retirement after many years of distinguished service to the George Washington University, we wish her Godspeed and many years of enjoyment and happiness. She will be missed by her colleagues.

George W. Smith  
Professor of Education

May 6, 1988  
Faculty Senate Meeting

A Tribute to Lyndale H. George, Associate Professor of  
Human Kinetics & Leisure Studies

Professor Lyndale H. George, Director of the program in Intercollegiate Athletics for Women since its establishment in 1975 came to the University in 1959 and served as a Senate member for 2 years from 1968-1970.

She was a 1948 graduate of George Washington University and a four sport letterwinner during her undergraduate career. She earned her M.A. in secondary education in 1952 and began her teaching career in D.C. Public Schools before joining the faculty at G.W.U.

Professor George was the founder of the Colonial Women Booster Club and has been involved in support of many student activities including Martha's Marathon and Project Visibility.

On this occasion, we wish to honor Professor George for her many contributions and over 25 years of service to George Washington University. As colleagues and friends, we wish her well in her future endeavors.

Faculty Senate Meeting  
May 6, 1988

Salvatore R. Paratore  
Professor of Education

RESOLUTION OF THE FACULTY OF THE GEORGE WASHINGTON UNIVERSITY  
SCHOOL OF GOVERNMENT AND BUSINESS ADMINISTRATION  
May 6, 1988

Whereas, Norma Maine Loeser has made leadership contributions to the School of Government and Business Administration as its Dean and Chief Academic Officer;

Whereas, the number of full-time, regular faculty members in the School of Government and Business Administration has increased by at least one-third from 1978 to 1988 and there has been created, in support of the academic and administrative operations of the School, the Offices of Alumni Relations and Development; Media Services; Audio-Visual Services; Academic Program Scheduling; Career Planning and Graduation; Research Support and Continuing Professional Education; and Fellowships, Scholarships and Experiential Learning, as well as the SGRA Computer Lab;

Whereas, during her tenure as Dean, Norma Maine Loeser has provided support and encouragement for the development of the Bachelor of Accountancy, Master of Accountancy, Master of Taxation, Master of Association Management, Master of Science in Information Systems Technology, Master of Health Services Administration, and Doctor of Philosophy degrees;

Whereas, Norma Maine Loeser's services, as educator and as presiding officer over the School's faculty assembly and its Executive Committee, have been accompanied by a 14 percent increase in undergraduate enrollments, a 12 percent increase in graduate enrollments, a 42 percent increase in undergraduate student headcounts, and a 34 percent increase in total School headcount from 1978 to 1987;

Whereas, Norma Maine Loeser has advocated and received, on behalf of the SGBA faculty, the provision of sufficient resources to attain initial AACSB Accreditation of the MBA, initial Peer Review Rostering and subsequent Accreditation of the MPA, approval of the Association Management degree, and reaccreditation of the MESA degree, as well as accreditation review of the Master of Urban and Regional Planning degree;

Whereas, during the tenure of Norma Maine Loeser, several new fields of instruction have been established, including Urban Development; Telecommunication Management; Logistics, Operations and Materials Management; and Business Economics and Public Policy;

Whereas, Norma Maine Loeser's innovative ideas have enriched the educational environment through the provision of protocol agreements for international students and resources to sustain research and educational opportunities for scholars- and executives-in-residence;

Whereas, Norma Maine Loeser's personal compassion has been demonstrated by the attention she has given to the individual needs of faculty colleagues, students, staff, and alumni during her tenure as Dean; and

Whereas, Norma Maine Loeser's persistence, dignity and diligence in representing the School's interests, within and outside the University, have contributed to the growth and respect of the School and its alumni;

Resolved, That the Faculty and Staff of the George Washington University School of Government and Business Administration, on the occasion of the completion of 10 years of service as Dean,

Recognize

Norma Maine Loeser For Distinguished Services

In token and representation of the Faculty and Staff, this resolution is presented by the Executive Committee members of the School of Government and Business Administration.

Office of Dean  
Chair  
Business Admin.

Stephen L. Fuller  
Chair  
Urban & Regional Planning

Joseph Hilmy  
Chair  
Accountancy

Charles H. Washington  
Associate Dean

Assistant Dean  
Graduate Programs

Martin J. Katzman  
Assistant Dean  
Undergraduate Programs

Michael M. Harmon  
Michael M. Harmon, Director  
Doctoral Programs

William E. Newcomer  
Chair  
Public Administration

Richard L. Smith  
Chair  
Health Services Admin.

Bill M. M. M.  
Chair  
Management Science



THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.

The Faculty Senate

April 25, 1988

The Faculty Senate will meet on Friday, May 6, 1988, at  
2:10 p.m., in Lisner Hall 603.

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of  
April 8, 1988
3. Resolutions:
  - (a) A RESOLUTION TO IMPROVE UNDERGRADUATE ADVISING (88/1);  
Professor Joseph B. Levy, Chairman, Educational and  
Admissions Policy Committee (Resolution 88/1 attached)
  - (b) A RESOLUTION REGARDING THE SPECIFICATION OF MAJOR  
FIELDS OF STUDY ON UNDERGRADUATE DIPLOMAS (88/2);  
Professor Joseph B. Levy, Chairman, Educational and  
Admissions Policy Committee (Resolution 88/2 attached)
4. Introduction of Resolutions
5. Interim Report of the Special Committee on Consolidation of  
SPIA; Professor Raymond R. Fox, Chairman
6. General Business:
  - (a) Approval of dates for regular Senate meetings in the  
1988-89 Session recommended by the Executive Committee  
as follows: May 6, 1988, September 16, 1988, October  
14, 1988, November 11, 1988, December 9, 1988, January  
13, 1989, February 10, 1989, March 10, 1989, April 14,  
1989
  - (b) Nomination for appointment by the President of Roger E.  
Schechter, Associate Professor of Law, as Parliamentar-  
ian of the Faculty Senate for the 1988-89 Session
  - (c) Nomination for election of Chairs and Members of Senate  
Standing Committees for the 1988-89 Session (list of  
nominees to be distributed at meeting)
  - (d) Nomination for election of Professor John G. Boswell to  
the Special Committee on Mandatory Retirement as a  
replacement for Professor Carol H. Hoare



- (e) Nomination for election of Professor Ernest J. Englander to the Committee on Student Publications as replacement for Professor Holliday B. Wagner
- (f) Nomination for appointment by the President to the following Administrative Committees: Committee on University Bookstore: Christopher H. Sterling, Chair, Roland Dale, Murli Gupta; Committee on University Parking: Bradley W. Sabelli; Advisory Committee for the Charles E. Smith Center for Physical Education and Athletics: Jeanne E. Snodgrass; GW Forum: A. E. Claeysens, Jr., Editor-in-Chief, Thomas P. Liverman, Eileen T. McClay; Committee on Campus Security: Donna M. Hirabayashi; Committee on Coordinated Planning: Phillip D. Grub, for a one-year term, and David Robinson, Jr., for a three-year term; Board of Trustees of the Consortium of Universities: William B. Griffith; Joint Committee of Faculty and Students: Philip Robbins, Co-Chairperson, Shelley Heller, Gary Johnson, Marvin Katzman, Max Ticktin, Daniel Ullman, Frederick Wolff
- (g) Nomination for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student Affairs: Philip Robbins; and Trustees' Committee on University Development: William B. Griffith
- (h) Nomination for election by the Faculty Senate to the Panel for Student Grievance Review Committees: Oliver Alabaster, Andrew Altman, Helga Binder, Richard A. Kenney, Mhairi MacDonald-Ginsburg, Paul Peyser, Deloris M. Saunders, Patricia A. Sullivan, Ira P. Weiss, Frederick Wolff
- (i) Report of the Executive Committee: Professor Lilien F. Robinson, Chairman
- (j) Annual Reports
- 7. Brief Statements
- 8. Adjournment



J. Matthew Gaglione  
Secretary



THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.  
THE FACULTY SENATE - 1988-89 SESSION

The Faculty Senate meetings for the 1988-89 Session will be held on the second Friday of each month (exceptions: May and September) as follows:

May 6, 1988	January 13, 1989
September 16, 1988	February 10, 1989
October 14, 1988	March 10, 1989
November 11, 1988	April 14, 1989
December 9, 1988	The 1989-90 Session begins on May 5, 1989

Ex Officio Member (stated by the Faculty Organization Plan)  
Elliott, Lloyd H.                      President

Administrative Members (stated by the Faculty Organization Plan)

French, Roderick S.	Vice President for Academic Affairs
Gaglione, J. Matthew	Registrar
(Appointed by the President):	
Barron, Jerome A.	Dean, National Law Center
Birnbaum, Philip S.	Dean, Administrative Affairs, Medical Center
East, Maurice A.	Dean, School of International Affairs
Liebowitz, Harold	Dean, School of Engineering and Applied Science
Loeser, Norma M.	Dean, School of Government and Business Admin.
Lovett, Clara M.	Dean, Columbian College of Arts and Sciences
Shotel, Jay R.	Acting Dean, School of Education and Human Dev.
Solomon, Henry	Dean, Graduate School of Arts and Sciences

Schechter, Roger E.                      Parliamentarian

<u>Faculty Members</u>	<u>Term Expires</u>	<u>School or College</u>
Berkovich, Simon Y.	1990	Engineering and Applied Science
Burks, James F.	1989	Columbian College
Chaves, Jonathan	1990	Columbian College
Cibinic, John, Jr.	1989	National Law Center
Cohn, Victor H.	1989	Medical Center
Deering, Christopher	1990	Columbian College
Divita, Salvatore F.	1990	Government and Business Administration
Elgart, Mervyn L.	1990	Medical Center
Fox, Raymond R.	1989	Engineering and Applied Science
Garris, Charles A.	1990	Engineering and Applied Science
Griffith, William B.	1990	Columbian College
Grub, Phillip D.	1989	Government and Business Administration
Kirsch, Arthur D.	1989	Columbian College
Moore, Dorothy A.	1989	Education and Human Development
Morgan, John A., Jr.	1989	International Affairs
Painter, William H.	1990	National Law Center
Paratore, Salvatore R.	1990	Education and Human Development
Park, Robert E.	1990	National Law Center
Parrish, Alvin E.	1989	Medical Center
Prats, Francisco	1990	Graduate School of Arts and Sciences
Robbins, Philip	1989	Columbian College
Robinson, Lilien F.	1990	Columbian College
Schiff, Stefan O.	1990	Columbian College
Smith, George W.	1989	Education and Human Development
Tolchin, Susan J.	1989	Government and Business Administration
Yezer, Anthony M.	1989	Columbian College

A RESOLUTION TO IMPROVE UNDERGRADUATE ADVISING (88/1)

WHEREAS, the purpose of an academic advising program is to advise students in the development of educational and career goals, the selection of appropriate courses and other educational experiences, the interpretation of institutional requirements, and the evaluation of student progress toward the established goals; and

WHEREAS, advising for declared majors is a faculty responsibility which should be shared among faculty and take place in an ongoing, periodic fashion which promotes the establishment of a personalized, mentor - relationship between faculty and students; and

WHEREAS, there is widespread feeling among students and University faculty that the current system of advising for undergraduate students is not providing those services adequately; and

WHEREAS, faculty advisors are not being provided with sufficient student records, time, compensation, and training (particularly in the areas of general requirements and course contents outside their own disciplines); NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

That the Faculty and Administration should demonstrate a renewed commitment to providing high quality undergraduate advising through achievement of the following:

- (1) Encouraging the Deans of each School or College which offers undergraduate programs to:
  - (a) Establish standards of advising procedures, contact time, and record-keeping in each of the departments or programs;
  - (b) Support with whatever resources are needed professional advising for undeclared majors and international students;
  - (c) Provide for substantial training of faculty advisors for those undergraduate majors who have selected majors;
  - (d) Strengthen the current orientation program;
  - (e) Establish appropriate recognition of faculty efforts in undergraduate advising, such as: reduced teaching load, and consideration in tenure and promotion decisions as a service equal to community and committee service; and

- (2) Strengthening the statements of faculty advising obligation and responsibility and mission statements on advising in the catalogues and faculty and student handbooks; and
- (3) Encouraging the administration to develop as soon as possible a computerized degree audit/balance sheet system which is easily accessible to the student and his or her advisors and which will facilitate the assessment of the student's progress toward his or her degree.

Educational and Admissions Policy Committee  
March 25, 1988

A RESOLUTION REGARDING THE SPECIFICATION OF MAJOR  
FIELDS OF STUDY ON UNDERGRADUATE DIPLOMAS (88/2 )

WHEREAS, currently diplomas awarded to students receiving undergraduate degrees at The George Washington University, with the exception of the School of Engineering and Applied Sciences, have no mention of specific major fields of study within the Bachelor's degrees; and

WHEREAS, there is a desire expressed by undergraduate students in the various schools to have major fields of study specifically mentioned on their diplomas; NOW,  
THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

That the Faculty Senate recommend to the Administration that diplomas of students receiving undergraduate degrees in the Schools and Colleges of the University, with the exception of the School of Government and Business Administration and the School of Medicine and Health Sciences, specify the major field or fields of study.

Educational and Admissions Policy Committee  
March 25, 1988

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